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**IMPLEMENTATION OF A METHODOLOGY SUPPORTING A
COMPREHENSIVE SYSTEM-OF-SYSTEMS MATURITY ANALYSIS
FOR USE BY THE LITTORAL COMBAT SHIP MISSION MODULE
PROGRAM**

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by

Eric Forbes, Richard Volkert, Peter Gentile and Ken Michaud

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Implementation of a Methodology Supporting a Comprehensive System-of-systems Maturity Analysis for Use by the Littoral Combat Ship Mission Module Program

Presenter: Mr. Eric Forbes is a systems engineer with the Northrop Grumman Corporation currently working on the Littoral Combat Ship Mission Package Integrator program. In addition to his work on the development of the System Readiness Level, Forbes is also responsible for a number of technology planning and process-improvement efforts. His previous work within the company has included research and development, systems engineering, and business development activities for a wide cross section of missile systems and C4ISR projects. Forbes earned a Bachelor's degree in Aeronautical and Astronautical Engineering from the University of Washington and a Master's degree in Aerospace Engineering from the Georgia Institute of Technology.

Authors:

Mr. Richard Volkert is employed by the Space and Naval Warfare Systems Center-Pacific, where he works as a Systems Engineer supporting SPAWAR and NAVSEA programs. Volkert has over 26 years of service in the government, including 20 years as an active duty Naval officer with service as a engineering duty officer and in submarines. Over 18 years of that time has been involved in the fields of research, development, acquisition, and systems engineering. He possesses degrees in Aerospace Engineering and Acoustical Engineering and is presently enrolled in a PhD program for Systems Engineering.

Mr. Peter Gentile is an Associate Systems Engineering Fellow for the Northrop Grumman Corporation currently working as the Technical Director and Chief Engineer for the Littoral Combat Ship Mission Package Integrator program. His 40 years of engineering includes wide involvement in the design of electronics, computers, software, and systems for platforms covering sea to space. Gentile earned a Bachelor's degree in Electronics Technology from NY Institute of Technology and a Master's in Systems Engineering from The Stevens Institute of Technology in Hoboken, NJ.

Mr. Ken Michaud assumed his current responsibilities as Acquisition Manager for Littoral Combat Ship (LCS) Mission Modules Program Office (PMS 420) under the Program Executive Officer for Littoral and Mine Warfare in January 2008. Prior to that, he was the Anti-Submarine Warfare (ASW) Assistant Program Manager (APM) within PMS 420 for over four years. He has served in the ASW community for over 20 years. As the Acquisition Manager, Michaud is responsible for a full range of acquisition and business planning tasks, including financial planning, program control, production and manufacturing coordination, and lifecycle planning. He provides leadership in the areas of acquisition through policy development, performance measurement and training.

Abstract

A core tenet of spiral development and evolutionary acquisition concepts is the ability to insert new technologies into an existing system on an as-needed basis, as they mature, in order to minimize risk and maximize affordability. Through this continual rolling in of evolving components the system continues to offer more advanced capability. This creates an elaborate tradeoff scenario in which dissimilar attributes must be examined, weighted, and analyzed for best value and applicability to user needs and requirements, including timing. A further complication for system-of-systems is added by the need to give equal consideration and analysis to each technology's ability to be integrated with existing system components in a functional architecture as well as any impact on current and interconnected capabilities. To address this need for a multi-attribute decision-making tool, NAVSEA and the Northrop



Grumman Corporation, along with partners at the Stevens Institute of Technology and SPAWARSCEN Pacific, have collaborated to define a holistic approach for evaluating technology insertion options from a complex system-of-systems integration perspective. Through this paper, we will discuss the tool's potential to aid the decision-maker in the selection of best value technologies and its potential utility as a critical piece of the unified system engineering and acquisition process.

Overview of the Current System-of-systems (SoS) Acquisition Environment

Current Department of Defense (DoD) acquisition activities continue to push the integration envelope with the development of larger and more complex systems-of-systems. In many ways, this development paradigm invalidates many of the models, historical databases, and even engineering expertise that have been used for decades in the development of stand-alone systems. Similarly, the system-of-systems revolution has made management of acquisition programs more difficult, as keeping accurate and current control of the countless moving parts of systems development is nearly impossible due to the exponential growth of technologies and integrations being incorporated under a common system-of-systems banner. This fact necessitates the development of a new set of tools and best practices in order to manage the many unique aspects of development associated with system-of-systems.

Unique SoS monitoring, assessment, and management needs

Nowhere is the need for enhanced monitoring capabilities more visible than in the SoS development maturity. For the better part of two decades, the Technology Readiness Level (TRL) methodology has been key in gauging the current maturity status of a given piece of technology within the DoD. By monitoring capability development from concept definition through operations and support using the TRL series of nine levels of maturity, the readiness of a technology for integration into a system has been adjudicated. In countless development efforts, TRL has been key in indicating progress and has aided dramatically in keeping numerous programs on track. Indeed, it has been incorporated as a critical tollgate criterion in the Defense Acquisition Milestone process. However, when TRL is applied to components within a system-of-systems, the model of using individual technology maturity as a measure of readiness to integrate into system development quickly breaks down. TRLs do not account for integration maturity or the complexity of bringing together any number of independent technologies to function as a common system. Similar problems also become apparent with many other technology development tools when applied in a system-of-systems context. This lack of adequate system-of-systems level development monitoring tools and methodologies has resulted in a rash of complex development and acquisition projects going astray. The General Accounting Office (GAO) noted that a lack of insight into the technical maturity of complex systems during development has contributed to an environment of significant cost overruns, schedules slips leading to program delays, canceled acquisition efforts, and reduced system performance at fielding (2006). In case after case, failure is not commonly found at the technology development level, but rather at the point of combination of two or more elements.

In order to mitigate this identified risk, PMS 420, the Littoral Combat Ship Mission Module Program Office has previously implemented an emerging concept known as the System Readiness Level (SRL). By pairing the traditional TRL scale with a new series of criteria known as the Integration Readiness Level (IRL), a more complete look at true system maturity can be obtained (Sausser, Ramirez-Marques, Magnaye & Tan, 2008). Under this methodology the



readiness of each technology is still considered, but instead of being a stand-alone metric for determining readiness for incorporation, it is analyzed in concert with both its integration requirements and the maturity of other technologies with which it interfaces. The SRL methodology has been highly successful on the program and has paid dividends in terms of both increasing decision-maker visibility into true system status and allowing for pre-emptive actions to be taken to mitigate potential developmental issues. PMS 420 is looking to expand upon the foundation of system readiness monitoring laid by the SRL concept and expand it to new uses in both guiding technology selection, insertion and tradeoffs as well as for use in cost modeling in order to understand the impacts of implementing technology options.

Initial Step—Understanding the Current System

A core tenet of systems engineering is to fully understand and capture the architectures of the system being developed. This includes obtaining a comprehensive background on the individual components and technologies as well as the ramifications of their proposed integration or networking. In case after case, however, it can be seen that programs have entered acquisition with incomplete or inaccurate mappings of these most basic of considerations. The SRL concept enforces a degree of accountability by requiring consideration be given to mapping of an architecture and the maturity of the individual pieces being brought together prior to action being taken.

Upon the start of the Mission Module Program, the ability to pull together and assess a wide variety of components at numerous developmental maturity states was a necessity. As the provider of a set of interchangeable and standards-based mission modules for the Littoral Combat Ship, PMS 420 was tasked to leverage a considerable amount of technology from existing programs of record in a “come as you are” development effort. This was done to facilitate quick fielding of desperately needed capability in the areas of mine countermeasures, anti-submarine warfare, and surface warfare. This rapid development environment resulted in the selection of technologies from a considerable mix of existing GOTS and COTS products along with new development efforts. Initially, integration of the capabilities was not an objective, but it rapidly became a necessity. Thus, the Mission Module Program needed to track not only the widely varying maturity status of the technologies but also the various integrations activities between them as a critical function of management control. The SRL methodology was used to capture this complex and diverse acquisition effort and provide snapshots of program status, technology maturity and integration risks and issues.

SRL Concept

Since being introduced by NASA in the early 1990's, the TRL has steadily gained widespread acceptance as a powerful tool for its use in assessing technology maturity. In order to build upon the successes of this tool, the SRL methodology leverages the traditional TRL scale as its core for assessing the maturity of individual technologies within the system-of-systems. The TRL scale is then paired with a parallel evaluation scale, known as the IRL, to capture integration status between individual components. Much like the TRL, IRL is a nine-level scale capturing evolving levels of maturity for two components. Though it is natural for integration to slightly lag technology maturity, the IRL closely follows the TRL scale as it tracks integration maturity development from concept to operational system. Table 1 provides a high-level definition of the IRLs (Gove, Sauser & Ramirez-Marquez, 2009). The development of SRL has been led by a joint team of researchers from the Stevens Institute of Technology, Northrop Grumman Corporation, SPAWARSCEN Pacific, and PMS 420. Full reports on the creation and validation of the SRL concept have been provided in a series of academic papers and



presentations. The concept has powerfully displayed insight into complex system-of-systems development maturity.

Table 1. Integration Readiness Level Definitions

IRL	Definition
9	Integration is Mission Proven through successful mission operations.
8	Actual integration completed and Mission Qualified through test and demonstration, in the system environment.
7	The integration of technologies has been Verified and Validated with sufficient detail to be actionable.
6	The integrating technologies can Accept, Translate, and Structure Information for its intended application.
5	There is sufficient Control between technologies necessary to establish, manage, and terminate the integration.
4	There is sufficient detail in the Quality and Assurance of the integration between technologies.
3	There is Compatibility (i.e., common language) between technologies to orderly and efficiently integrate and interact.
2	There is some level of specificity to characterize the Interaction (i.e., ability to influence) between technologies through their interface.
1	An Interface between technologies has been identified with sufficient detail to allow characterization of the relationship.

One of the most commonly recognized shortcomings of readiness scales is their inherent subjectivity in evaluation due to the fact that ratings are often determined by individual assessors using qualitative data. The SRL methodology implements an analytical approach to help to mitigate some of these concerns. Steps have also been taken to enhance the quality of the TRL and IRL evaluations that feed it by creating detailed evaluation criteria to minimize the opportunity for subjective interpretation. In order to assess the SRL of a given system, each component of the end capability (i.e., single system or a system-of-systems) is rated with respect to its TRL or IRL. These are then combined into a TRL and IRL matrix as shown in Figure 1.

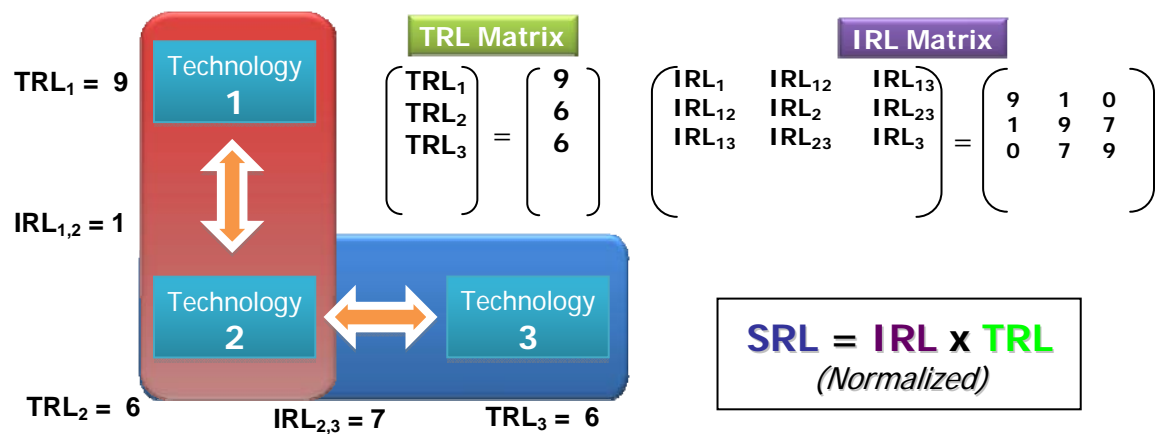


Figure 1. SRL Calculation

After normalizing, the matrices are multiplied forming a SRL vector. This vector is known as "component SRL" and represents each of the technologies within the system, considering all its integrations. These individual technology SRL assessments provide powerful insight into the maturity and integration status of each technology from an end capability perspective. Additionally, they offer an indication of which elements are lagging and which are ahead in development within the system. The individual SRL scales can also be averaged to provide an overall SRL rating for total system-of-systems capability. This single score is known as a "composite SRL" and functions as a roll-up of the individual component SRLs, providing insight into the level of maturity and integration of the total capability. It is important to note that each assessment is critical to assessing the state of the overall system. Simply examining an overall SRL score does little without understanding the impact of maturity and integration status of each individual component. In a large system, a single immature piece could easily be masked in a composite SRL number but such an act would be evident when assessed at a component SRL level. Likewise, composite SRL provides a good indication of overall development status and the magnitude of remaining work, but it could mask the inability of the system to function due to a single capability with low levels of maturity or integration at a key juncture within the overall system-of-systems.

An overview of the overall SRL assessment is provided in Figure 2. It is important to note that the actual SRL calculation is one part of a larger exercise in defining and evaluating the overall system architecture.

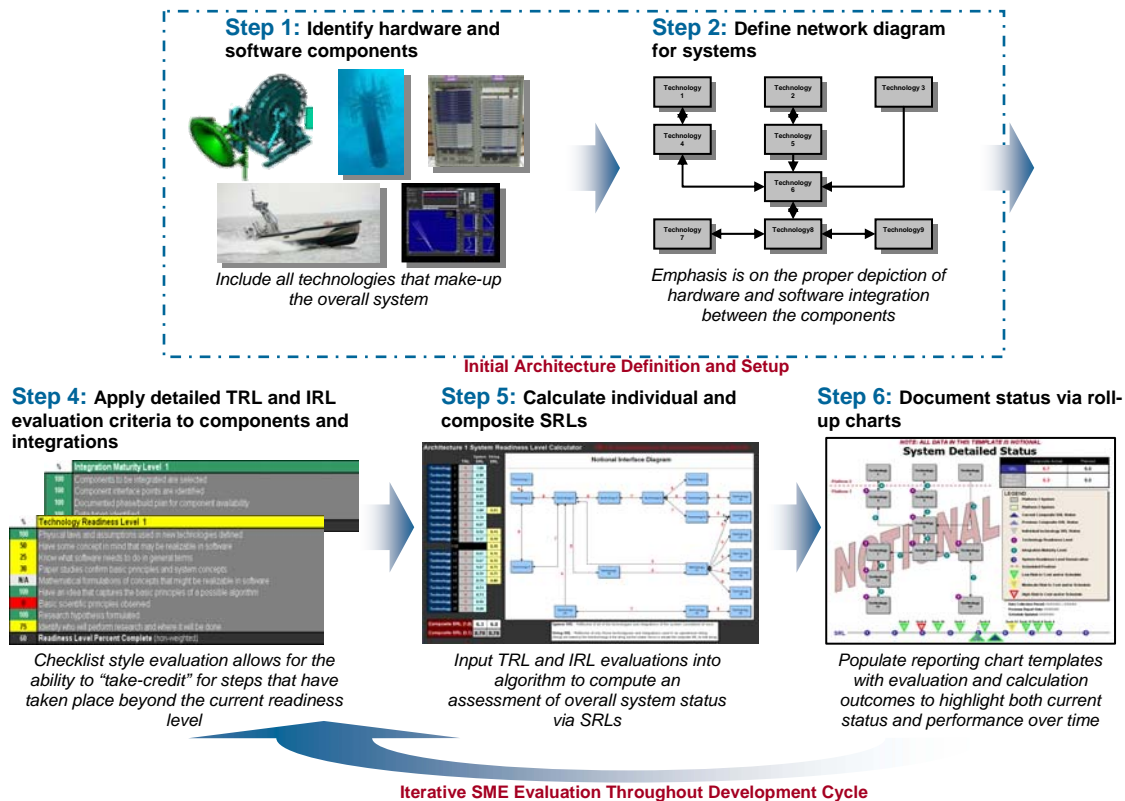


Figure 2. SRL Analysis Process

SRL Applications in Decision-making

The SRL methodology has proven to be of tremendous use and utility in evaluating current status and then providing the needed insight in order to determine the appropriate course of action. In a complex SoS environment, it is not always immediately clear where resources should be applied for most efficient application in order to maximize system maturity and minimize risk. By allowing for trade-off analysis and "what-if" scenarios, the SRL lends itself to analysis of overall system impact, which allows for a wide variety of combinations to be tried before dollars are ever spent. In this way, a new technology or development option can be inserted into the architecture and its impact on overall maturity analyzed. An example of this trade-off analysis as applied on the Mission Module program can be found in Figures 3 and 4.

The figures represent the architecture of one SoS on the Mission Modules Program. Technologies are located in blue boxes while the lines between them denote integrations. The assessed TRL and IRL ratings can be found in teal and purple boxes, respectively. The component SRL ratings are denoted by small triangles across the top of the development scale at the bottom of the figure, while the overall composite SRL readiness number appears underneath the scale. The overall system maturity is exceeding the scheduled development position, which is indicated by the dotted red line and is determined via an SRL to program Integrated Master Schedule mapping. However, one of the system technologies, the MVCS

(RMMV), has fallen significantly behind in planned development. This technology serves as a vital communication link in the command-and-control chain between the ship and an unmanned vehicle. With a risk item in the system development identified, mitigation options were generated, including increasing development resources or inserting an alternate technology. After examining projected performance, cost, and schedule numbers for each option as well the impact on overall system maturity, it was determined that a more mature technology would be inserted for initial spirals. While this option offered less capability in the near-term, it ensured performance requirements were met while enhancing overall system maturity and reducing risk.

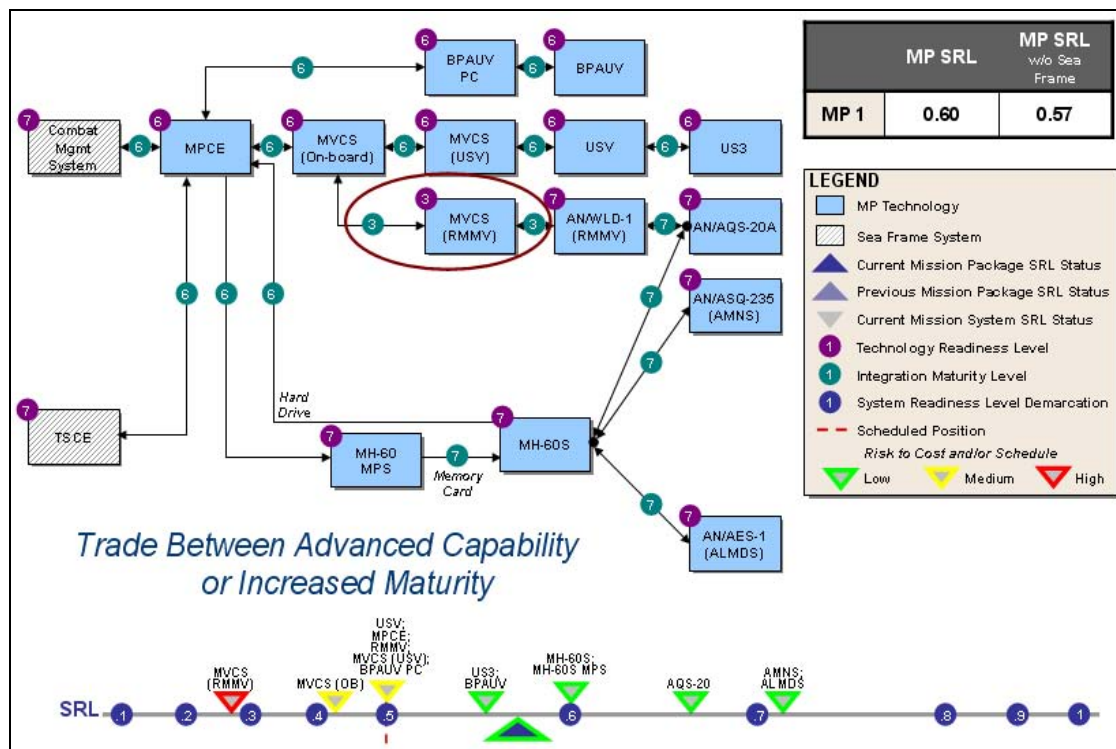


Figure 3. Initial System Readiness with Lagging Technology

The SRL assessment incorporating the insertion of the more mature technology is shown in Figure 4. By inserting this more mature technology, the component SRL of that element has risen above the scheduled development point along with the component SRLs of all of the technologies with which it integrates. Previously, these levels were determined to be held lower although they were mature because they were interfacing with a lower maturity component. Additionally, the overall composite SRL has seen a dramatic increase as indicated by the advancement of the indicator below the SRL development scale. Clearly this example indicates an instance in which the insight provided by both component and composite SRL was critical to identifying and assessing areas of system development risk.

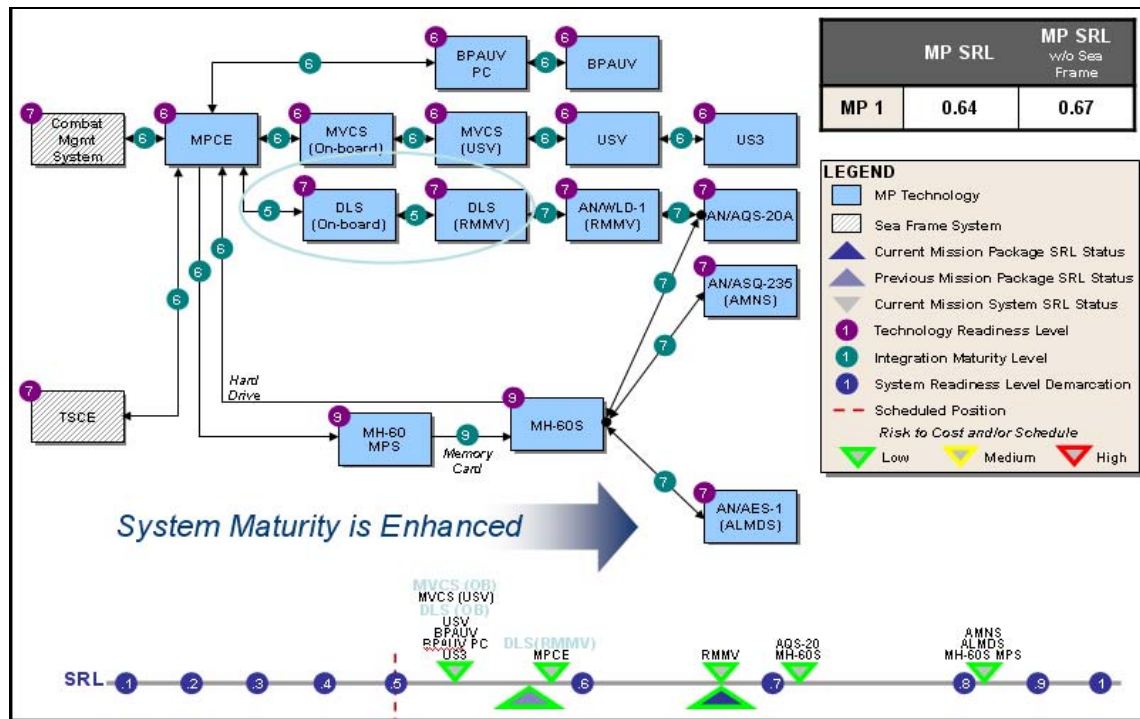


Figure 4. Enhanced Readiness via Capability Trade

Technology Insertion/Integration Challenge for Systems-of-systems

There are many reasons for the insertion of new technologies into existing systems-of-systems. Activities can range in scope from simple obsolescence work focused merely on keeping system functionality at a given level all the way to incremental elements of continued development. The latter case represents an opportunity for not only replacement of an element, but also potential changes to the existing architecture that is currently completely functional. The impacts of such insertion can be equally varied. Ideally, the new technology or set of technologies fit seamlessly with that of the old while increasing performance. However, this is seldom the case and, in some cases, the addition can cause a reduction in the current state of the system. Other impacts include forcing its functionality and performance to vary widely with impacts ranging from cost to reliability, maintainability, and availability. In most cases, failure of technology insertion can be traced back to a common failure cause—integration. This can include not giving proper consideration to the original requirements of the functional system or how the requirements have evolved due to the realities of operational use. Consideration must be given early and often to how original systems had been designed and what modifications must be made to allow the integration to proceed. It is also important to note that two mature (TRL 9), even operational technologies, will no longer be at an equivalent level of maturity when combined. Simply put, significant risk exists when two mature products are brought together as the combination often does not result in a product of equivalent maturity.

Instances in which integration of mature, proven technologies can produce unintended consequences are numerous both inside and outside of DoD acquisition. A perfect example of

this occurred with the Massachusetts Bay Transit Authority (MBTA) in the mid 1990's and took a full eight years to resolve (Fraser, Leary & Pellegrini, 2003). MBTA operates the oldest light rail system in North America with sections dating back over 100 years. In order to enhance handicapped accessibility it was determined that a new series of railcars would be needed. A competitive bid was sent out and the winner leveraged completely mature and well understood component technologies integrated into a new design. A prototype was constructed and entered into testing in 1998, less than three years after contract award. Testing proceeded as planned and the design entered revenue service in early 1999. However, this entry into service marked the beginning of a four-year period in which braking performance issues and derailments caused repeated withdrawal from service. During this time an extensive investigation into the performance issues was conducted.

The investigation noted many areas where integration of the well-proven technologies with each other and into the existing system infrastructure introduced unintended issues. These included difficulties in matching dynamic car acceleration and braking performance to those cars already in the fleet as well as the integration of the new wheel design to existing rails. In both cases the new car design met requirements, but failure to properly identify and account for the complexities involved with the integration of technologies, even well understood technologies, caused significant issues. In this case, the application of SRL could have been a significant aid as it would have allowed for the tracking of the technologies in the new design and their integration with one another as well as the overall integration to the existing system and operational environment. It cannot be sufficiently emphasized that performance of technology in a stand-alone environment does not mean that the technology can be inserted at a system level without significant planning, monitoring, and assessment.

Impact of Degree of "Design for Integratability" Inherent in Individual Systems (i.e., standards-based, common elements, non-planned, etc.)

In the command-and-control world, an approach to mitigate unplanned integration has been developed and is commonly referred to as Service-oriented Architecture. In this manner, a common set of standards are used to define interfaces and data types allowing a variety of elements from different developers to be quickly integrated into a common whole.

Depending on the system, the degree to which standards are applied and designed inherently brings about different levels of integratability. Two development projects beginning simultaneously can have drastically different trajectories based on the degree to which the technologies were designed to integrate. This difference can be seen by either enhanced IRL scoring or a far more rapid rise through the TRL maturation process due to significant amount of "pre-work" done via standards incorporation.

Another important consideration when it comes to integration is its multiple aspects. Depending on someone's background, talk of integrating an avionics box into an airframe can have drastically different meanings. To a software engineer, integration means getting the box to exchange data with the countless other computers, sensors and control mechanisms on the pan. To an aerospace engineer, integration means the accounting of the systems weight in the overall performance of the plane. To a mechanical engineer, integration means ensuring the box fits in the rack; to an electrical engineer, integration means the type and amount of power required. Even to a human-factors expert, integration will mean balancing functionality with the pre-existing cockpit workflow. While these examples are relatively simplistic, it very rapidly becomes clear that integration is not just a single attribute that can be tracked as such; instead,



it must be tracked at countless levels and, indeed, even the influence of the different types of integration must be taken into consideration.

In a real-life example of the above situation, the Army's canceled Aerial Common Sensor (ACS) program can be examined. In this instance, a highly capable intelligence gathering system was to be integrated onto an existing airframe design. Early focus on the intelligence system design and architecture produced a cutting-edge solution that met or exceeded customer requirements. However, it quickly became apparent that the design would be too heavy for the selected airframe, and the program was subsequently canceled after other mitigation attempts failed. In this case, it was not the integration of emerging technologies that posed a problem but rather the simple matter of vehicle payload, further underscoring the need for a comprehensive architecture analysis and integration monitoring methodology at all levels of systems design.

Consideration of Integration Types

In cases such as these, it is important to note that a single view of the previously discussed network diagram and SRL assessment may not be enough. In the PMS 420 program, IRL criteria have been broken into different types to account for software and hardware, in addition to physical aspects such as weight and clearances.

In essence, it looks at internal and external integration to a SoS. These can be considered individually for greater detail or summed up in a roll-up chart to appease management. In this way, countless implications and variations of integration can be tracked in a single place.

Reduction of Integration Risk in a System-of-systems

As discussed above, integration of components is one of the key areas of risk for developmental and production activities. While the SRL methodology will provide insight into the potential risk for managers to understand, it does not inherently provide methods for reducing the risk. One way PMS 420 is seeking to reduce that risk is through the increased use of common components across the SoS in order to drive down integration uncertainty. Basically, an expansion of the open architecture concept, PMS 420 is seeking to define and manage the interfaces to be used by concepts seeking evaluation for insertion while allowing the technical capability to mature/change internally to the externally defined interfaces. An example of this process is how all mission package services were devised to operate upon a common operating system on common hardware. Within an individual mission package this capability was further allocated to individual mission systems, thereby providing processing and storage capabilities while requiring they support a minimal level of integration for use of common core capabilities. The drive towards Service Oriented Architectures for software base capabilities is another example of how integration risk can be minimized by increasing the use of common capabilities vice having each system try to provide an end-to-end solution.

Future Planned Expansion of the SRL Methodology

While the use of the present SRL methodology described above has helped the Mission Modules Program in terms of effectively managing system-of-systems procurement by providing additional insight into the technical and integration risks associated with the incremental acquisition or spiral development of capabilities, the efforts to date are just beginning to scratch the surface of providing management with the information required to make informed decisions



and to apply these decisions in a predictive method for selecting technologies for future increments and spirals. Several areas have been identified as areas of investigation designed to further increase management insight in helping to resolve these deficiencies. These focus areas include the incorporation of methodologies designed to allow for the program office to gain better insight on the impact of inserting a new technology across the spectrum of the SoS's existing performance capabilities, the inclusion of cost factors and monitoring into the tool to allow for both predictive determination of "should cost" factors, and the use of the tool to provide insight into cost versus performance status monitoring. Additionally, for the Mission Module Program there is a desire to increase the use of common components across the warfare areas. This drive for commonality could impact performance and a method of analyzing the cost benefits versus performance risks prior to implementation is needed. All these focus areas are areas of growth for the methodology and will be discussed in the following paragraphs.

Technology Insertion/Integration Focus Area

One of the challenges of managing technology insertion into spiral or incremental programs is determining the value added and understanding the potential of a capability lost by inserting a new capability. Historically, technology insertion into a stand-alone system has only focused on the cost versus capability gained determination. In a system-of-systems, especially a constrained system-of-systems design such as the mission packages, the value of the capability gained on a individual system has to be assessed in terms of the impact and cost to that system as well as to the entire system of system. For example, Figure 4 is an example of how technology blocks for the MVCS control the present limitation on how far an unmanned surface vehicle (USV) can be from the LCS. A new manufacturer may devise a new communications capability that can greatly enhance the USV's operational range without increasing its cost or weight. While initially a great potential for improvement, the effectiveness of implementing the change is only beneficial if the greater range can be utilized and the impact of incorporating it does not impact the ability of the package to conduct all of its assigned missions. Thus, the impacts and limitations imposed by the directly linked components of the USV need to be understood but, more importantly, the total Mission Package impacts need to be understood. If the new capability added sufficient weight to the USV string, shown in Figure 4, it might create a condition in which the total weight of the package exceeded limitations, and a sensor might have to be removed from the helicopter to remain within the weight constraint. The loss of the sensor might mean that the Mission Package could no longer complete all assigned missions—so what appeared to be an improved capability at the start can turn into a negative if the impacts are not understood early enough to enable informed decision-making. One method that PMS420 is investigating for asserting this determination is using reliability block diagrams developed by the mission packages to predict end-to-end mission capability reliability, shown in Figure 5, and overlaying the TRL's and IRL's development through the SRL methodology to increase the understanding of the risk areas involved across a package when deciding to implement changes.

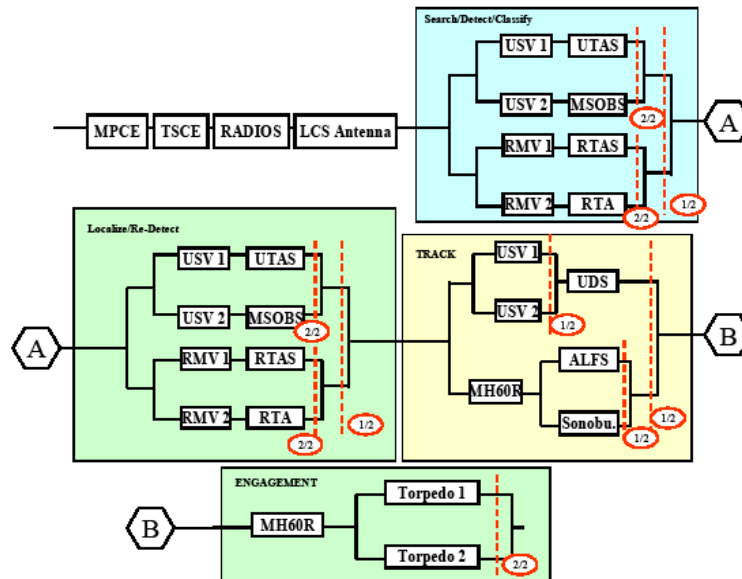


Figure 5. PMS 420 Reliability Block Diagram

Cost Prediction and Monitoring

Up until now we have been talking about the engineering implications of integration. As well all know, however, the real world is about more than just technical development. In order to have a successful system development effort, it is imperative that the design not only function, but also be built at the price that is affordable to the buyer. This is especially critical at a time when acquisition costs have soared, and it seems that even the most well-understood jobs cannot be completed on time or within budget. A fundamental failure in this area again relates to integration. Though the unique art and science that is cost estimation has been steadily expanding in experience for decades, the knowledge available for appropriately modeling and estimating the level of effort required to integrate various pieces of technology into a holistic capability is limited.

Degree of "Design for Integratability" Dramatically Impacts Cost Estimates

As with the previous examples of integration maturity being at different levels based on the degree to which technologies have been designed to integrate, cost is a similar and, in some sense, even more complicated operation. While there is a significant amount of data available to determine the cost of a new ship based on its displacement or on a new piece of software based on its lines of code, the understanding of how these two elements connect is far less understood. From the perspective of a cost estimator, who in many cases is outside the bounds of the program, the degree of work it takes to modify a pair of technologies to work together is somewhat of a mystery. The systems that have been designed with a standards-based approach may require little more than being brought together whereas other systems may require significant modification and extension of existing documents.

Cost Estimation Relationship Plans

In order to better capture this and estimate it for the PMS 420 effort, steps are being taken to categorize the integration at hand. In this way, a standards-based approach can be costed based on similar historical efforts while a dramatic revamping can be costed entirely differently. This information is being combined with technical status data to form an overarching assessment tool known as a System Maturity Model. In this effort, inputs on both technical development and factors impacting cost are collected side-by-side with cost and technical development information. Care is taken to specify the data types requested and examples are provided to ensure that the responses received are the type and quality requested. This requirement for data is then forwarded to subject matter experts for input. The data is then collected and used to populate algorithms that produce cost and technical assessments for the program. In the near-term, these assessments take the form of the CARD, PLCCE, and Milestone B documentation, but over the life of the program they will also form the foundation of program status reports and monitoring tools. By combining this information together from a system-of-systems perspective, the interdependencies of cost and technical development from a holistic perspective can be most accurately captured. As outlined above, the technical and integration maturity of the components are used to form the basis of cost estimates for development. From there, a variety of other information can be applied to expand that initial acquisition cost model into an estimate of total program lifecycle cost. Key elements include the operations and maintenance, CONOPS, as well as the technology insertion and obsolescence plans. By leveraging the architecture diagrams of how future technologies will be applied to the system over the course of time, a more accurate assessment can be obtained. A significant amount of unknowns and guess work can be reduced since detailed plans for what technologies may be inserted and in what manner that may happen. This eliminates surprise modernization service life extension efforts later in the program from running wildly out of control.

Conclusion

System-of-systems development is here to stay and will undoubtedly only grow more complex as the technologies that make up the systems continue to evolve, expand, and push the leading and often bleeding edge of technology. With this evolution, complex systems integration begins to require a paradigm shift in how assessment, analysis, and management techniques must be used and what tools are applicable. No longer can the development of individual technologies be considered in isolation; rather, these developments and their integration with one another must be defined and analyzed in new and enhanced ways. It is only by considering the impacts of all technologies and integrations as a whole that the acquisition approach can be improved. As discussed above, the implementation of a methodology that combines assessment of the technology maturity of component pieces with the assessment of their integration level has been shown to add value. The next step in improving this technique is to continue to expand its use in assisting in technology insertion assessments by using it as a predictive tool. Beyond that, the goal is to incorporate cost inputs into the tool to provide further insight to management on the existing risks thereby being accepted in the selection of technologies for incorporation into mature systems-of-systems.

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- BCA: Contractor vs. Organic Growth
- Defense Industry Consolidation
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- Managing Services Supply Chain
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- Spiral Development
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- The Software, Hardware Asset Reuse Enterprise (SHARE) repository

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- Model for Optimizing Contingency Contracting Planning and Execution
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- Individual Augmentation
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- Retention
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Logistics Management

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- Army LOG MOD
- ASDS Product Support Analysis
- Cold-chain Logistics
- Contractors Supporting Military Operations
- Diffusion/Variability on Vendor Performance Evaluation
- Evolutionary Acquisition
- Lean Six Sigma to Reduce Costs and Improve Readiness
- Naval Aviation Maintenance and Process Improvement (2)
- Optimizing CIWS Lifecycle Support (LCS)
- Outsourcing the Pearl Harbor MK-48 Intermediate Maintenance Activity
- Pallet Management System
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- Privatization-NOSL/NAWCI
- RFID (6)
- Risk Analysis for Performance-based Logistics
- R-TOC Aegis Microwave Power Tubes



- Sense-and-Respond Logistics Network
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Program Management

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- Business Process Reengineering (BPR) for LCS Mission Module Acquisition
- Collaborative IT Tools Leveraging Competence
- Contractor vs. Organic Support
- Knowledge, Responsibilities and Decision Rights in MDAPs
- KVA Applied to Aegis and SSDS
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Defense Acquisition in Transition

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Implementation of a Methodology Supporting a Comprehensive System of Systems Maturity Analysis for use by the Littoral Combat Ship Mission Modules Program

Richard Volkert
US Navy, SSC - Pacific

Eric Forbes
Northrop Grumman

Ken Michaud
US Navy, PEO LMW / PMS 420

Peter Gentile
Northrop Grumman

Tom Sondi
Northrop Grumman

Overview

- Unique System of Systems (SoS) Acquisition Management Needs
- LCS Mission Package Development – a true SoS
- System Readiness Level (SRL) Development / Implementation
- Applications in Management Decision Making
- Technology Insertion in SoS's
- Case Study – Considerations for Legacy Systems
- Future Developments – Risk Monitoring
- Future Developments – Cost Profiles
- Conclusion / Lessons Learned



NORTHROP GRUMMAN

STEVENS
Institute of Technology



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Unique SoS Acquisition Management Needs

- SoS acquisition management represents a significant increase in complexity over traditional system acquisition
- Development requires that significant numbers of new and existing technologies be integrated to one another in a variety of ways
- Poses challenges to traditional development monitoring tools and cost models due to the need to capture integration complexity and the level of effort required to connect individual components
- A high degree of inter-linkage between components can also cause unintended consequences to overall system performance as components are modified and replaced throughout the system life cycle

The result of this acquisition management paradigm shift has been significant schedule and cost overruns in SoS programs



LCS Mission Packages... truly a SoS undertaking



Surface Warfare
(SUW)

Mine Countermeasures
(MCM)

Anti-Submarine Warfare
(ASW)

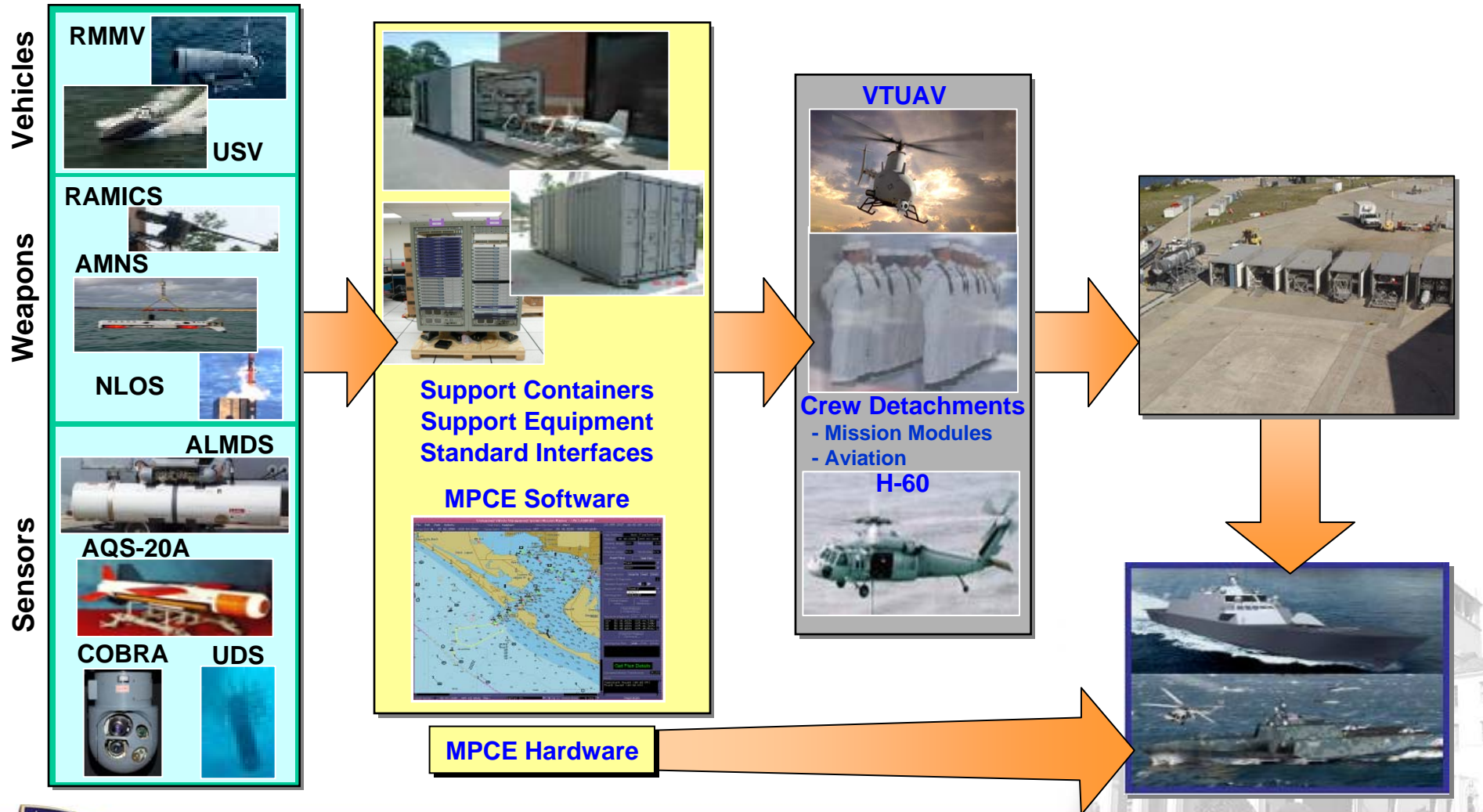


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LCS Mission Package Defined

$$\left\{ \begin{array}{l} \text{Mission} \\ \text{Systems} \end{array} \right\} + \begin{array}{l} \text{Support} \\ \text{Equipment} \end{array} = \left\{ \begin{array}{l} \text{Mission} \\ \text{Modules} \end{array} \right\} + \begin{array}{l} \text{Crew \&} \\ \text{Support Aircraft} \end{array} = \text{Mission Package}$$



Defining Program Office Role and Needs

- PEO LMW / PMS 420 is responsible for the development and integration of a series of Mission Modules to be used on the Littoral Combat Ship
- Modules leverage considerable amounts of technology from existing programs of record while also conducting new development
- Key aspects of the project include not only monitoring the status of technology development, but also the maturity of the numerous integrations between those technologies and external interfaces
- This has resulted in a very complex and diverse system of systems engineering activity with a need to obtain quick and accurate snapshots of development maturity status, risks, and issues



TRL Shortcomings

- Application of TRL to systems of technologies is not sufficient to give a holistic picture of complex SoS readiness
 - *TRL is only a measure of an individual technology*
- Assessments of several technologies rapidly becomes very complex without a systematic method of comparison
- Multiple TRLs do not provide insight into integrations between technologies nor the maturity of the resulting system
 - *Yet most complex systems fail at the integration points*

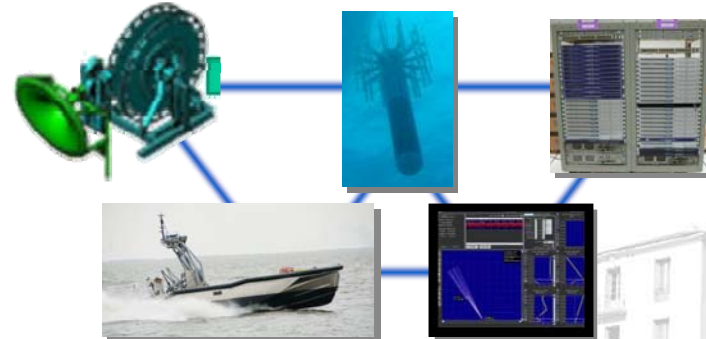
Individual Technology



Can TRL be applied?

YES

System of Technologies



Can TRL be applied?

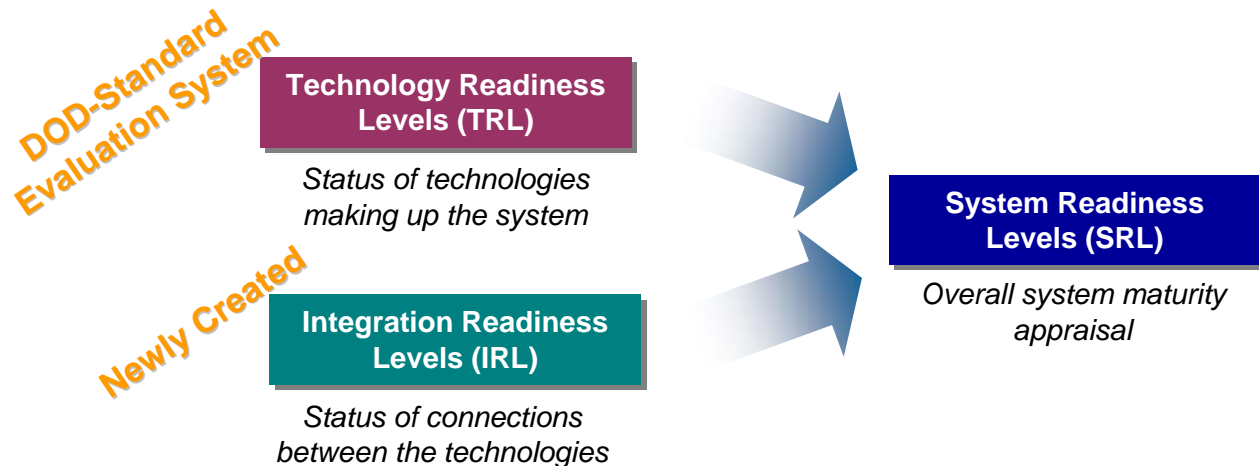
NO



Methodology Development Overview

GOAL: Institute a robust, repeatable, and agile method to monitor / report system development and integration status

APPROACH → *Create a System Readiness Level (SRL) that utilizes SME / developer input on technology and integration maturity to provide an objective indication of complex system development maturity*

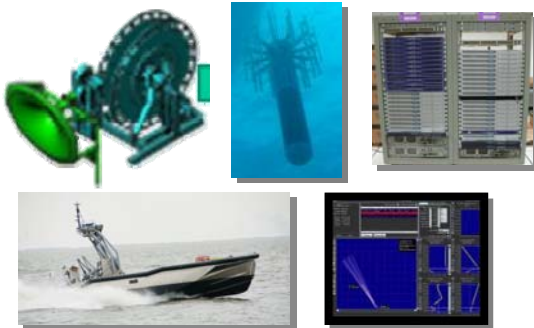


- Provides a **system-level** view of development maturity with opportunities to drill down to element-level contributions
- Allows managers to evaluate system development in real-time and take **proactive** measures
- Highly **adaptive** to use on a wide array of system engineering development efforts
- Can be applied as a **predictive** tool for technology insertion trade studies and analysis



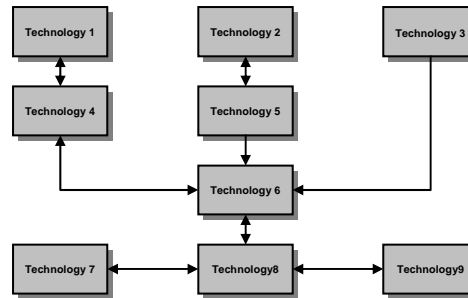
SRL Methodology Decomposition for PMS 420

Step 1: Identify hardware and software components



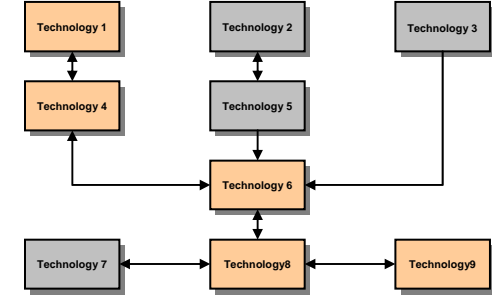
Include all technologies that make-up the overall system

Step 2: Define network diagram for systems



Emphasis is on the proper depiction of hardware and software integration between the components

Step 3: Define system operational threads (If applicable)



Thread analysis allows for the option of weighting the most important components and evaluation of alternate operational states

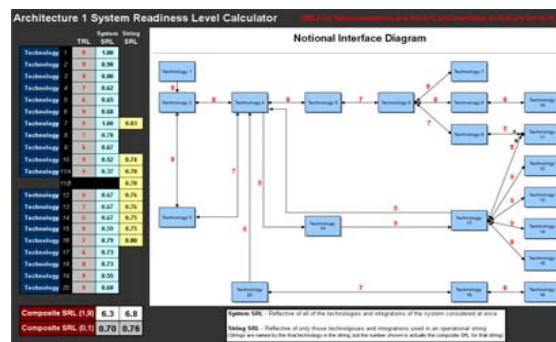
Initial Architecture Definition and Setup

Step 4: Apply detailed TRL and IRL evaluation criteria to components and integrations

Integration Maturity Level 1	
100	Components to be integrated are selected
100	Component interface points are identified
100	Documented phase/build plan for component availability
100	Data transfer identified
Technology Readiness Level 1	
100	Physical laws and assumptions used in new technologies defined
50	Have some concept in mind that may be realizable in software
25	Know what software needs to do in general terms
30	Paper studies confirm basic principles and system concepts
N/A	Mathematical formulations of concepts that might be realizable in software
100	Have an idea that captures the basic principles of a possible algorithm
0	Basic scientific principles observed
100	Research hypothesis formulated
75	Identify who will perform research and where it will be done
60	Readiness Level Percent Complete (non-weighted)

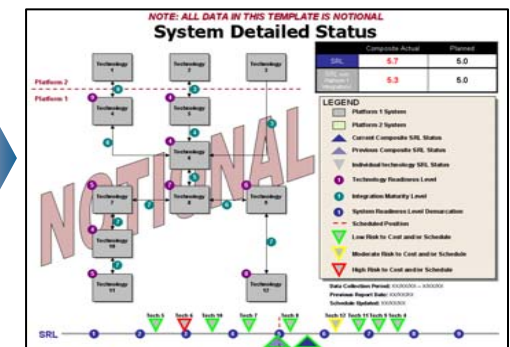
Checklist style evaluation allows for the ability to "take-credit" for steps that have taken place beyond the current readiness level

Step 5: Calculate individual and composite SRLs



Input TRL and IRL evaluations into algorithm to compute an assessment of overall system status via SRLs

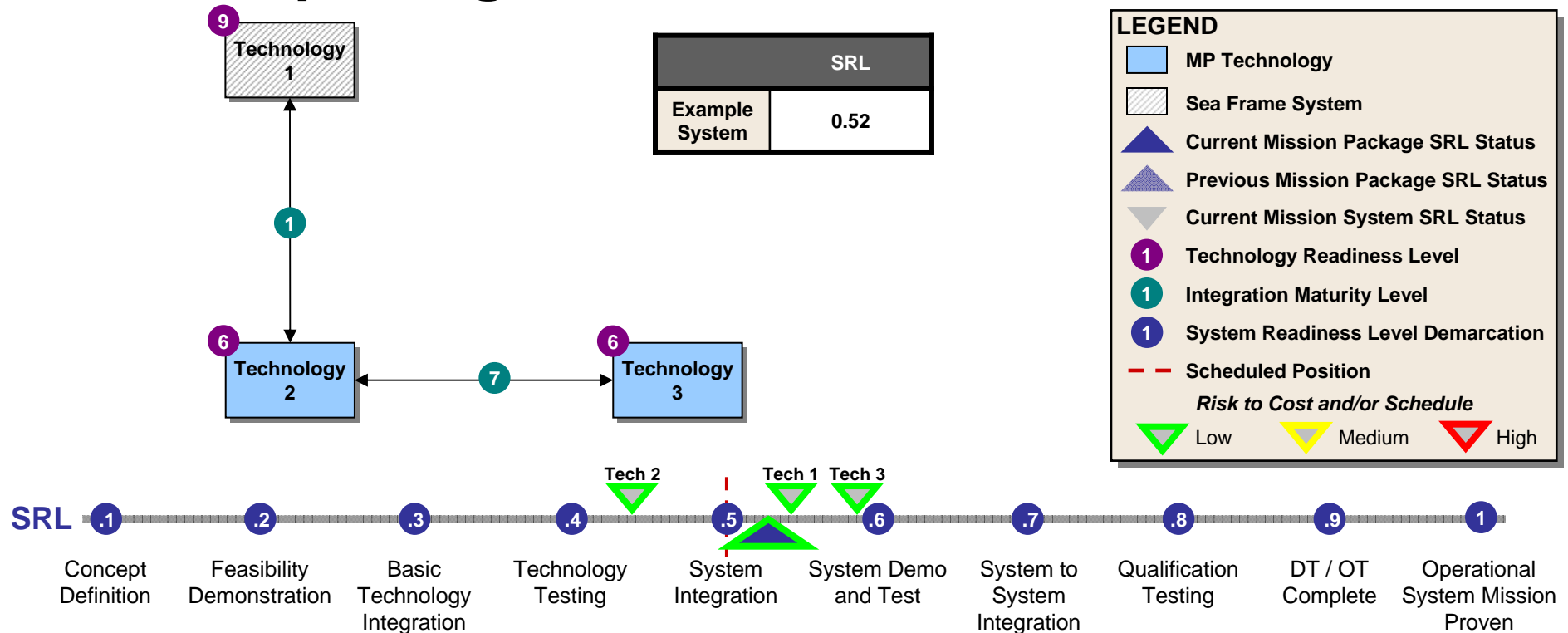
Step 6: Document status via roll-up charts



Populate reporting chart templates with evaluation and calculation outcomes to highlight both current status and performance over time

Iterative SME Evaluation Throughout Development Cycle

SRL Reporting Method for PMS 420



- For complex systems, the amount of information obtained from the SRL evaluation can be overwhelming
- To maximize applicability SRL outputs are tied to key, program-specific development milestones
- Progress against these milestones provide key insight to the user regarding current program development maturity status, risk, and progress



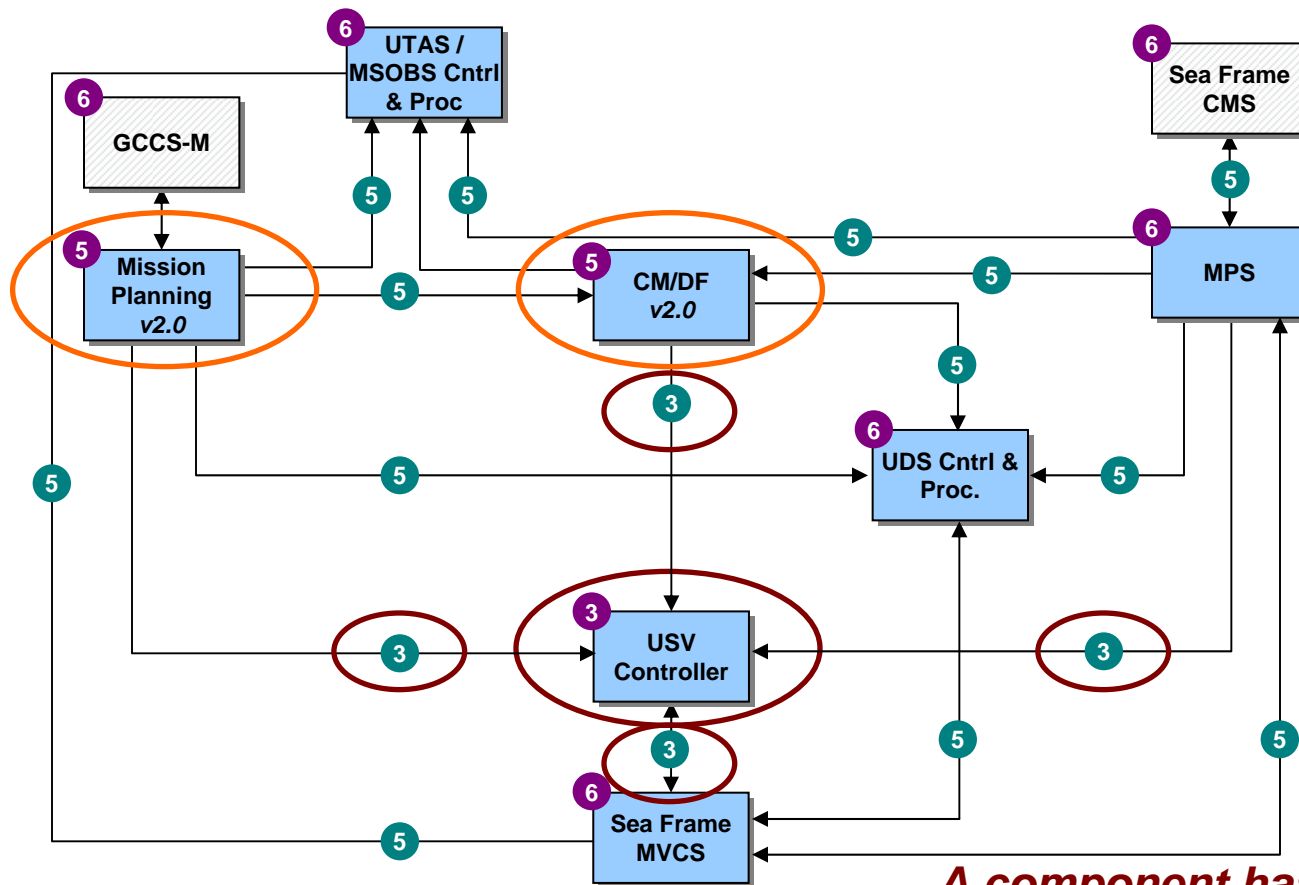
Applications in Management Decision Making

- **Current development status monitoring**
 - Enables monitoring of system technology maturation with all integrations considered
 - Enables a prioritization of technology development maturity for each component of the system
- **Decision making**
 - Allows components identified as “lagging” to be analyzed further for root cause
 - Resources can be more properly distributed to those technologies in need
 - Impacts can be examined by quickly analyzing multiple “what-if” scenarios
 - Allows projected maturity changes to be examined along with cost and schedule

In complex SoS efforts it is not always immediately clear where resources should be applied for maximum gains in maturity and reductions in risk



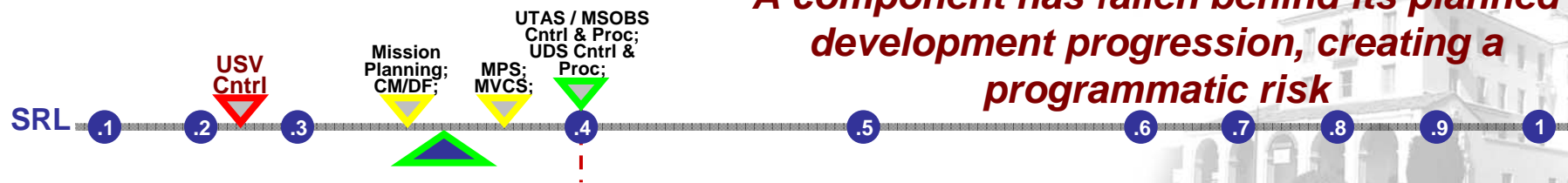
Analyzing the Unexpected



	MP SRL	MP SRL w/o Sea Frame
MP SW	0.39	0.35

LEGEND

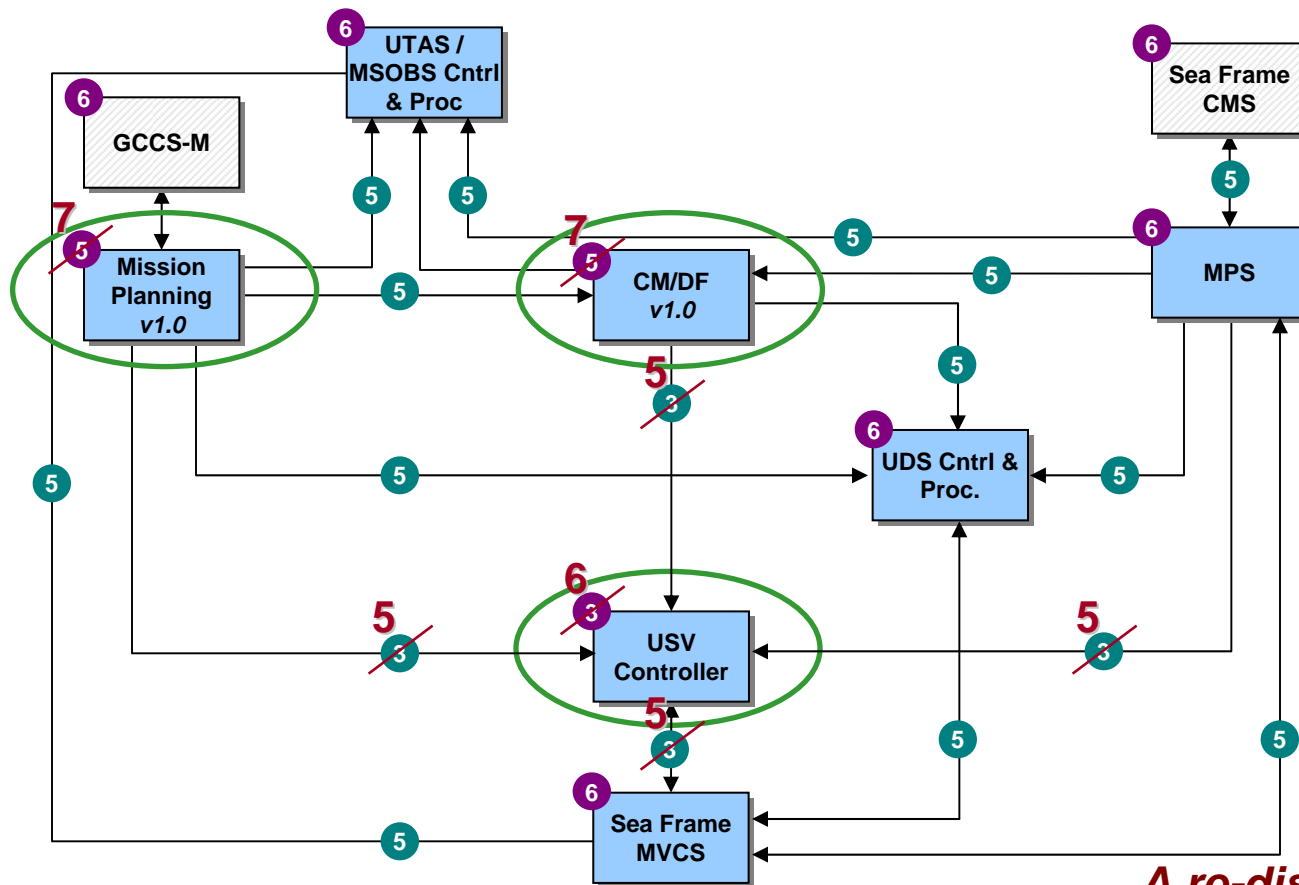
- MP Technology
- Sea Frame System
- Current Mission Package SRL Status
- Previous Mission Package SRL Status
- Current Mission System SRL Status
- 1 Technology Readiness Level
- 1 Integration Maturity Level
- 1 System Readiness Level Demarcation
- Scheduled Position
- Risk to Cost and/or Schedule**
- Low
- Medium
- High



A component has fallen behind its planned development progression, creating a programmatic risk



Effectively Channeling Resources



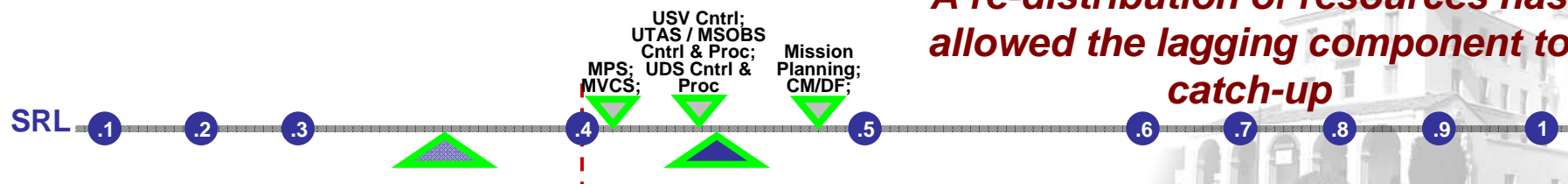
	MP SRL	MP SRL w/o Sea Frame
MP SW	0.46 0.39	0.45 0.35

LEGEND

- MP Technology
- Sea Frame System
- Current Mission Package SRL Status
- Previous Mission Package SRL Status
- Current Mission System SRL Status
- Technology Readiness Level
- Integration Maturity Level
- System Readiness Level Demarcation
- Scheduled Position
- Risk to Cost and/or Schedule**
- Low
- Medium
- High

6 months later...

A re-distribution of resources has allowed the lagging component to catch-up



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Technology Insertion in SoS's

As with the monitoring of current status in SoS's, the process of technology identification, analysis and insertion is also made considerably more complex

Key Questions to Consider Include:

- Which of the existing components of the system should be either replaced or enhanced?
- How will the new technology be integrated into the system?
- What are the types of integration involved?
 - *Logical / Data flow*
 - *Physical*
 - *Functional*
 - *Human-to-Machine*
- What is the projected impact on performance? (How do we optimize?)
- Are there any legacy design constraints that will impact selection?



Case Study – Considerations for Legacy Systems

- **Background:**
 - Massachusetts Bay Transit Authority needed new light rail cars to enhance handicapped access
- **Legacy System Description:**
 - Oldest light rail system in North America with some infrastructure dating back over 100 years
 - New cars would need to operate in conjunction with existing rolling stock
- **Design Solution:**
 - Leveraged completely mature and well understood component technologies in a new design
- **Outcome:**
 - Fielded prototype experienced four years of braking performance issues and derailments causing repeated withdrawals from service



SOURCE: Fraser, G.R., Leary, R.J., Pellegrini, M.M.C., *Integrating New Light Rail Vehicle Technology in Mature Infrastructure*, Transportation Research Circular EC-058, 9th National Light Rail Transit Conference.



Case Study – What Went Wrong???

- Well proven technologies integrated with one another in new ways and into an existing infrastructure created unintended issues including:
 - *Difficulties in matching the new car's acceleration and braking performance to existing car's capabilities due to inherent characteristics of technologies employed*
 - *Introduction of an “advanced” wheel design that was unable to accommodate an infrastructure that has deviated from original design specifications over years of use*
- In all cases the design met **requirements**, but failed to adequately accommodate the **constraints** imposed by the overall system and environment

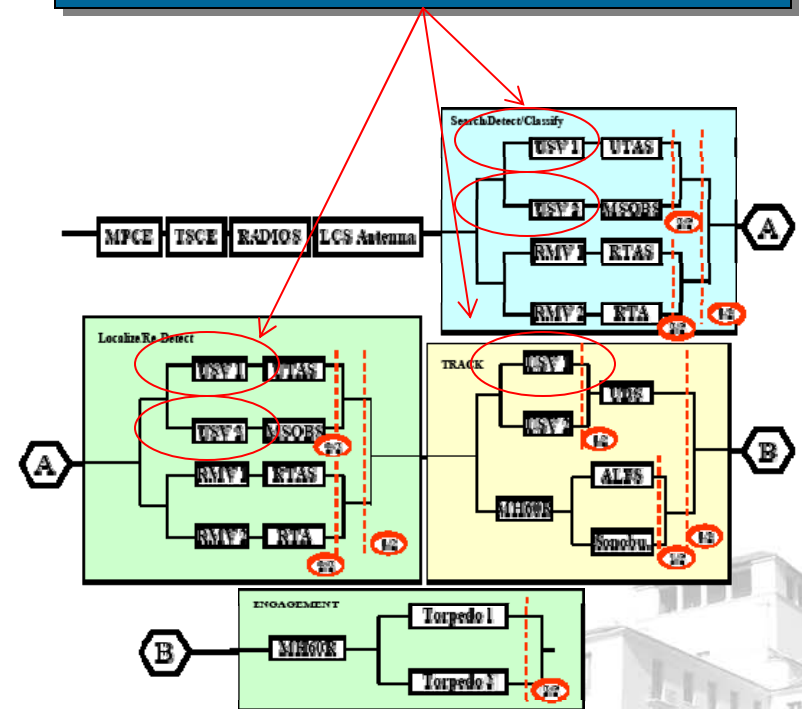
Performance of a technology in a stand-alone environment does not mean that the technology can be inserted at the system level without significant planning, monitoring, and assessment



Future Developments – Understanding Tech Insertion Impact

- Insertion considerations for new components must be based not only on the projected impact on a given capability, but on all of the capabilities/missions of the SoS
 - *In some instances it is conceivable that the negative impact on the overall system outweighs the gains in a single area of operation*
- Various options exist for laying out SoS Mission Definitions
 - One option is using existing end-to-end reliability block diagrams developed for RMA analysis with SRL assessment inputs to increase overall understanding of decisional impacts across the system










Example-change of USV design impacts 3 mission areas and 3 interfacing sensors. Are all impacts understood?






Options present a trade-off between advanced capability or increased maturity

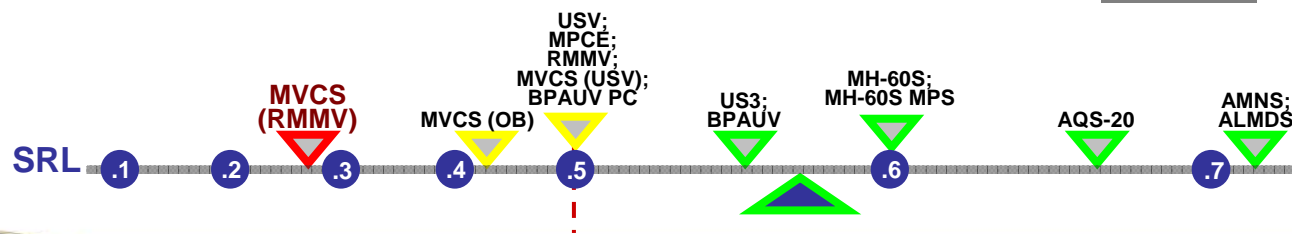
	MP SRL	MP SRL w/o Sea Frame
MP 1	0.60	0.57

LEGEND

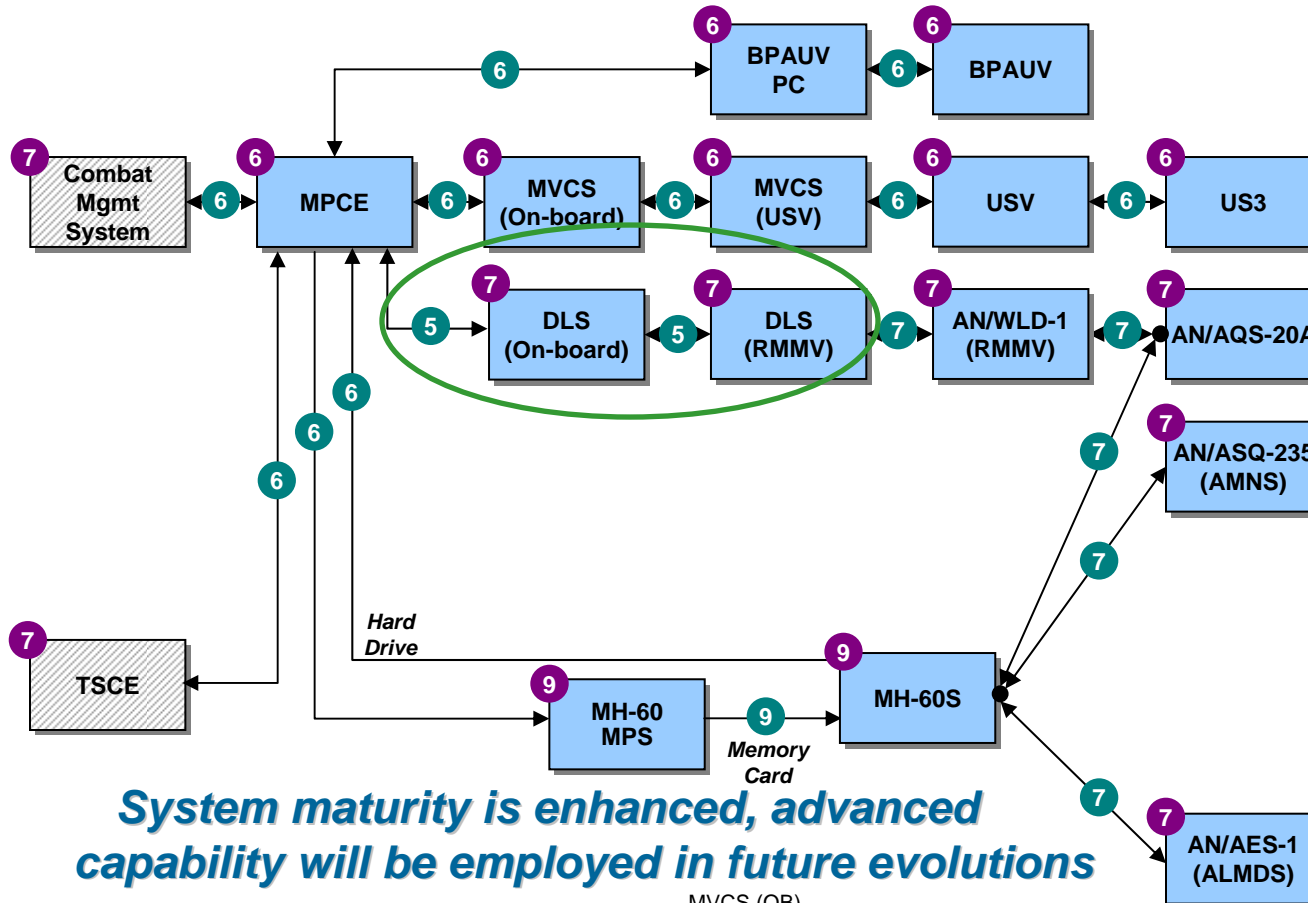
-  MP Technology
-  Sea Frame System
-  Current Mission Package SRL Status
-  Previous Mission Package SRL Status
-  Current Mission System SRL Status
-  Technology Readiness Level
-  Integration Maturity Level
-  System Readiness Level Demarcation
-  Scheduled Position

Risk to Cost and/or Schedule

-  Low
-  Medium
-  High



Taking Action to Mitigate Risk

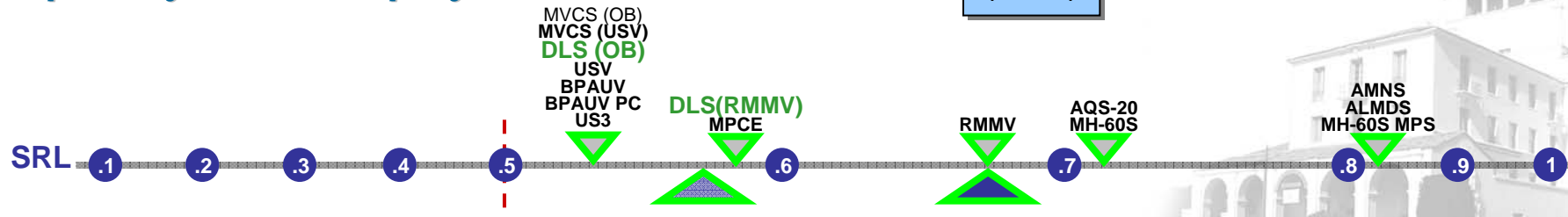


System maturity is enhanced, advanced capability will be employed in future evolutions

	MP SRL	MP SRL w/o Sea Frame
MP 1	0.64 0.60	0.67 0.57

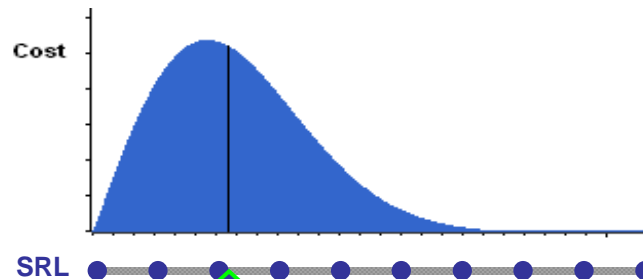
LEGEND

- MP Technology
- Sea Frame System
- Current Mission Package SRL Status
- Previous Mission Package SRL Status
- Current Mission System SRL Status
- Technology Readiness Level
- Integration Maturity Level
- System Readiness Level Demarcation
- Scheduled Position
- Risk to Cost and/or Schedule**
- Low
- Medium
- High



Future Developments – Cost Profiles

- PEO LMW / PMS 420 is working with NAVSEA 05C (NAVSEA's cost analysis division) to develop a life cycle cost model specifically tailored to SoS analysis
- Factors contributing to costs in SoS
 - *Integration type (physical, functional, logical)*
 - *Use of standards (Were components designed to integrate?)*
 - *Maturity of technologies being integrated*
- A correlation between the SRL and cost numbers may bring about the ability to track actual development maturity vs. costs
- Linkage to technology trade-off and planning environments allows cost to be analyzed in consideration with maturity and performance



Initial SRL Implementation Lessons Learned

- Methodology is highly adaptable and can be quickly applied to a wide variety of development efforts
- Programs tend to minimize the importance of system and subsystem integration and thus overestimate the maturity of their development
- Widespread familiarity with TRL makes acceptance and utilization of TRL and IRL easier
- Formulating the system architecture early in development is a key step and leads to an enhancement of the overall systems engineering effort
- System architecture formulation also provides the opportunity to bring together SMEs from both the physical and logical realms and necessitates insightful discussions across the team
- The decision maker is afforded the ability to assess program status from a system of systems perspective

The SRL methodology delivers a holistic evaluation of complex system readiness that is robust, repeatable, and agile



Conclusions

- SoS development represents a new level of challenge in acquisition management
- SRL provides one possible assessment, analysis and management technique
- Methodology leads to holistic monitoring of all factors impacting system development
- Future work includes extending the concepts for understanding cost impacts (CAIV) in an incremental acquisition



BACK-UP

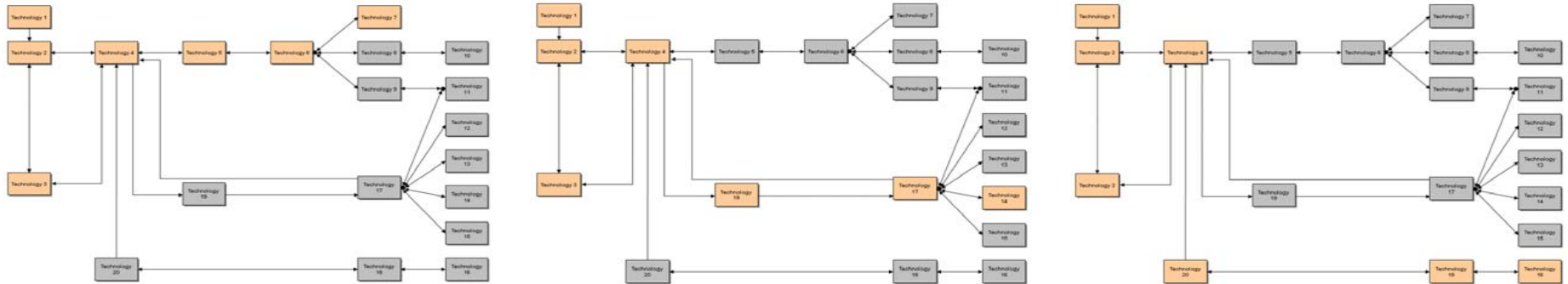


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“String” Analysis Incorporated

Complex systems often offer numerous options for conducting operations

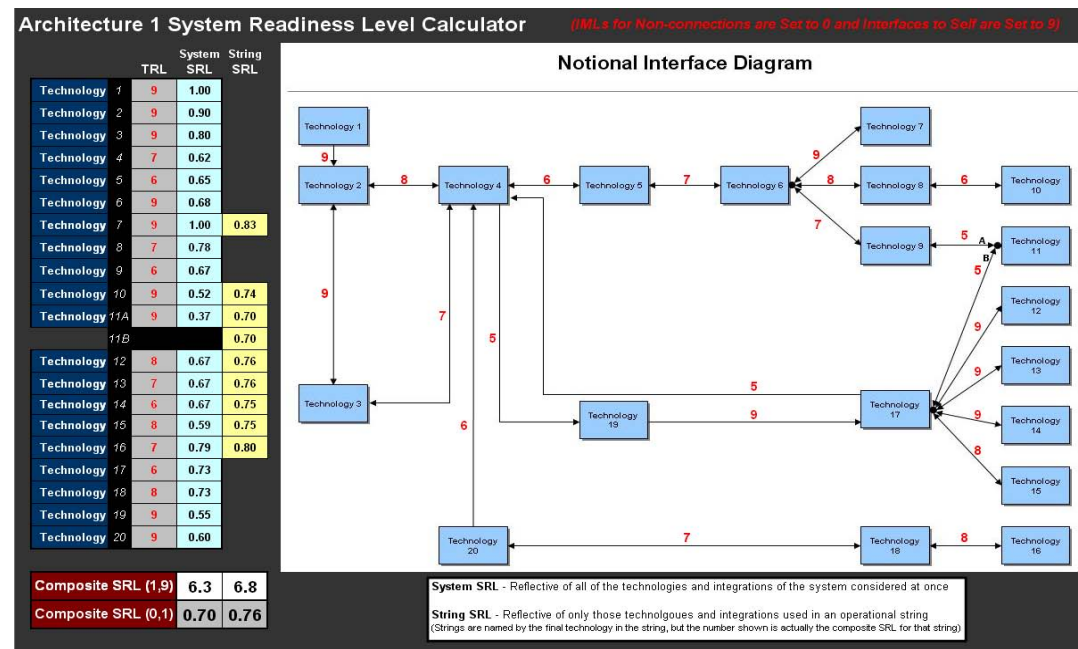


- Operational strings were created that identified the components required to utilize a single function of the system
- Assessment of the SRL for each of these options allows for a better understanding of the maturity of each operating configuration
- Understanding the true status of the system on an operational string level allows for the opportunity to field initial capability earlier and then add to it as other strings mature



Basic SRL Calculators Developed

- Calculators are developed and defined for the system being evaluated
- Allows for real-time updates to TRL and IRL inputs and the resulting SRL evaluation providing decision-makers with instant feedback on “what if” scenarios
- Intuitive interface removes the need for the user to manipulate and deal with the mathematics of the SRL calculation



Verification and Validation Activities

IRL Criteria

- Created expanded list of IRL criteria for each readiness level
- Goal was to capture the key elements of the integration maturation process
- Presented to 30 integration SMEs from across government, academia, and industry
- Asked to assess importance of each criterion
- Results show solid buy-in among SMEs that identified criteria are key factors in successful integration

SRL Evaluation Process

- Conducted a “blind trial” of SRL methodology and evaluation process
- User’s Guide and evaluation criteria were sent to key system SMEs
- From just these resources SMEs were asked to conduct the evaluation and report on the results
- Compiled results and iterated on lessons learned to improve the process



SRL Calculation

- The SRL is not user defined, but is instead based on the outcomes of the documented TRL and IRL evaluations
- Through mathematically combining these two separate readiness levels, a better picture of overall complex system readiness is obtained by examining all technologies in concert with all of their required integrations

$$\text{SRL} = \text{IRL} \times \text{TRL}$$

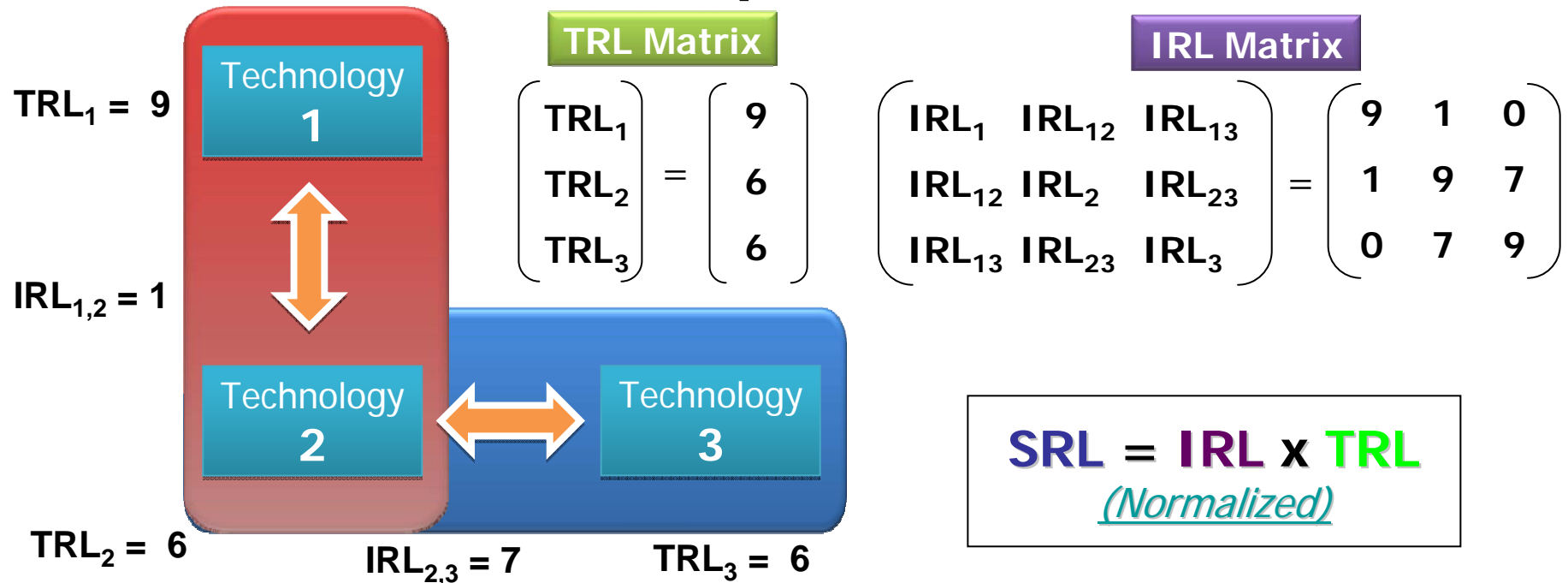
$$\begin{pmatrix} \text{SRL}_1 & \text{SRL}_2 & \text{SRL}_3 \end{pmatrix} = \begin{pmatrix} \text{IRL}_{11} & \text{IRL}_{12} & \text{IRL}_{13} \\ \text{IRL}_{12} & \text{IRL}_{22} & \text{IRL}_{23} \\ \text{IRL}_{13} & \text{IRL}_{23} & \text{IRL}_{33} \end{pmatrix} \times \begin{pmatrix} \text{TRL}_1 \\ \text{TRL}_2 \\ \text{TRL}_3 \end{pmatrix}$$

$$\begin{aligned} \text{Composite SRL} &= 1/n \left(\text{SRL}_1/n + \text{SRL}_2/n + \text{SRL}_3/n \right) \\ &= 1/n^2 \left(\text{SRL}_1 + \text{SRL}_2 + \text{SRL}_3 \right) \end{aligned}$$

- These values serve as a decision-making tool as they provide a prioritization guide of the system's technologies and integrations and point out deficiencies in the maturation process



SRL Calculation Example



$$\text{Component SRL} = \begin{pmatrix} \text{SRL}_1 & \text{SRL}_2 & \text{SRL}_3 \end{pmatrix} = \begin{pmatrix} 0.54 & 0.43 & 0.59 \end{pmatrix}$$

Component SRL_x represents Technology "X" and its IRLs considered

$$\text{Composite SRL} = 1/3 (0.54 + 0.43 + 0.59) = 0.52$$

The Composite SRL provides an overall assessment of the system readiness

Sauser, B., J. Ramirez-Marquez, D. Henry and D. DiMarzio. (2007). "A System Maturity Index for the Systems Engineering Life Cycle." *International Journal of Industrial and Systems Engineering*. 3(6). (forthcoming)



Detailed SRL Calculation Example

Matrix Setup

- The computation of the SRL is a function of two matrices:
 - The TRL Matrix provides a blueprint of the state of the system with respect to the readiness of its technologies. That is, TRL is defined as a vector with n entries for which the i th entry defines the TRL of the i th technology.
 - The IRL Matrix illustrates how the different technologies are integrated with each other from a system perspective. IRL is defined as an $n \times n$ matrix for which the element IRL_{ij} represents the maturity of integration between the i th and j th technologies.
- Populate these matrices with the appropriate values from the previously documented TRL and IRL component evaluations and then normalize to a (0,1) scale by dividing through by 9
- For an integration of a technology to itself (e.g. IRL_{nn}) a value of "9" should be placed in the matrix
- For an instance of no integration between technologies a value of "0" should be placed in the matrix

$$[TRL]_{n \times 1} = \begin{bmatrix} TRL_1 \\ TRL_2 \\ \dots \\ TRL_n \end{bmatrix} \quad [IML]_{n \times n} = \begin{bmatrix} IML_{11} & IML_{12} & \dots & IML_{1n} \\ IML_{21} & IML_{22} & \dots & IML_{2n} \\ \dots & \dots & \dots & \dots \\ IML_{n1} & IML_{n2} & \dots & IML_{nn} \end{bmatrix}$$

Decision Support Metrics for Developmental Life Cycles, Users Guide: Version 2.0, Northrop Grumman Corp. and Stevens Institute of Technology, 5 September 2007



Detailed SRL Calculation Example

Calculation

- Obtain an SRL matrix by finding the product of the TRL and IRL matrices
- The SRL matrix consists of one element for each of the constituent technologies and, from an integration perspective, quantifies the readiness level of a specific technology with respect to every other technology in the system while also accounting for the development state of each technology through TRL. Mathematically, for a system with n technologies, $[SRL]$ is:

$$[SRL] = \begin{bmatrix} SRL_1 \\ SRL_2 \\ \dots \\ SRL_n \end{bmatrix} = \begin{bmatrix} IML_{11}TRL_1 + IML_{12}TRL_2 + \dots + IML_{1n}TRL_n \\ IML_{21}TRL_1 + IML_{22}TRL_2 + \dots + IML_{2n}TRL_n \\ \dots \\ IML_{n1}TRL_1 + IML_{n2}TRL_2 + \dots + IML_{nn}TRL_n \end{bmatrix}$$

Decision Support Metrics for Developmental Life Cycles, Users Guide: Version 2.0, Northrop Grumman Corp. and Stevens Institute of Technology, 5 September 2007



Detailed SRL Calculation Example Analysis

- Each of the SRL values obtained from the previous calculation would fall within the interval (0, # of Integrations for that Row). For consistency, these values of SRL should be divided by the number of integrations for that row of the matrix to obtain the normalized value between (0,1). (e.g. if there are four non-zero numbers in the IRL matrix for that row, divide by four)
- This number should then be multiplied by 9 to return to the familiar (1,9) scale
- For Example:

$$\begin{pmatrix} \text{IRL}_1 & \text{IRL}_{12} & \text{IRL}_{13} \\ \text{IRL}_{12} & \text{IRL}_2 & \text{IRL}_{23} \\ \text{IRL}_{13} & \text{IRL}_{23} & \text{IRL}_3 \end{pmatrix} = \begin{pmatrix} 0 & 1 & 0 \\ 1 & 0 & 7 \\ 0 & 7 & 0 \end{pmatrix}$$

← 1 Integration (Divide SRL for that Row by 1 and multiply by 9)
 ← 2 Integrations (Divide SRL for that Row by 2 and multiply by 9)
 ← 1 Integration (Divide SRL for that Row by 1 and multiply by 9)

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Detailed SRL Calculation Example Analysis



$$SRL = \left[SRL_1 \quad SRL_2 \quad SRL_3 \right]$$

- These individual values serve as a decision-making tool as they provide a prioritization guide of the system's technologies and integrations and point out deficiencies in the maturation process
- The composite SRL for the complete system is the average of all normalized SRL values. (Note that weights can be incorporated here if desired.)

$$SRL_{Composite} = \frac{\left(\frac{SRL_1}{n} + \frac{SRL_2}{n} + \dots + \frac{SRL_n}{n} \right)}{n}$$

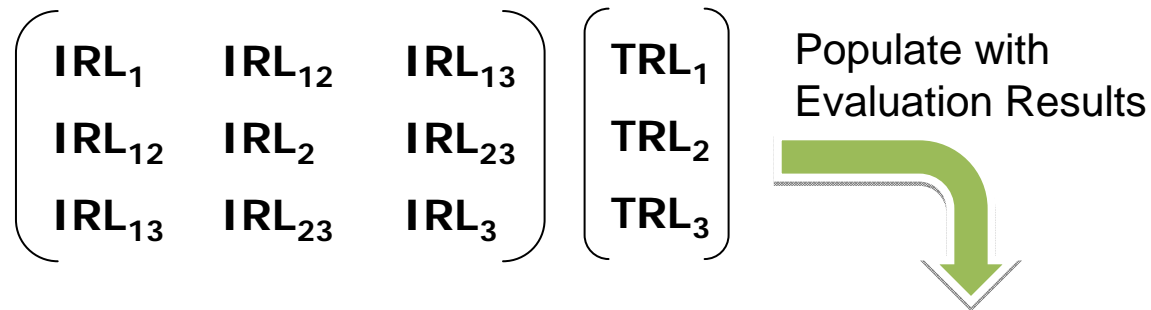
- A standard deviation can also be calculated to indicate the variation in the system maturity

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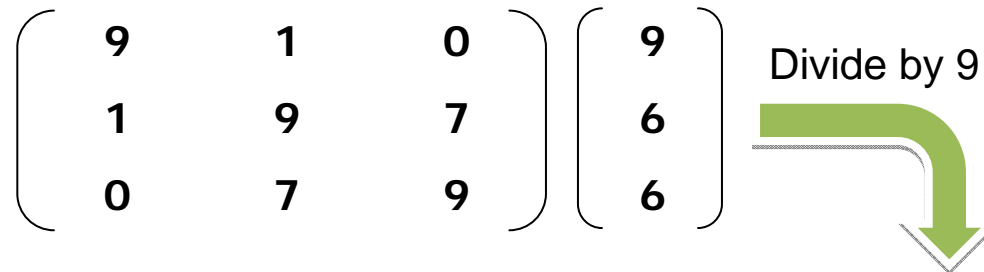


SRL Calculation Example

Normalizing the TRLs and IRLs



Non-Normalized [(1,9) scale]



Normalized [(0,1) scale]



Remember... a technology integrated with itself receives an IRL value of 9 (e.g. IRL_{11}), while technologies for which there is no connection between them receive a value of 0 (e.g. IRL_{13}).

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SRL for System Alpha

Calculating the SRL and Composite Matrix

$$\text{SRL} = \text{IRL} \times \text{TRL}$$

Component SRL

$$\begin{bmatrix} \text{SRL}_1 & \text{SRL}_2 & \text{SRL}_3 \end{bmatrix} = \begin{bmatrix} 1.07 & 1.30 & 1.19 \end{bmatrix} \quad \text{(0,n) scale}$$

Where "n" is equal to the number of integrations for that technology

$$\begin{bmatrix} \text{SRL}_1 & \text{SRL}_2 & \text{SRL}_3 \end{bmatrix} = \begin{bmatrix} 0.54 & 0.43 & 0.59 \end{bmatrix} \quad \text{(0,1) scale}$$

Component SRL_x represents Technology "X" and its IRLs considered

Composite SRL

$$\text{Composite SRL} = 1/3 (0.54 + 0.43 + 0.59)$$

$$= 0.52$$

The Composite SRL provides an overall assessment of the system readiness

Both individual and composite scores provide key insights into the actual maturity of the system as well as where risk may lie and attention directed for greatest benefit

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What is an IRL?

A systematic measurement reflecting the status of an integration connecting two particular technologies

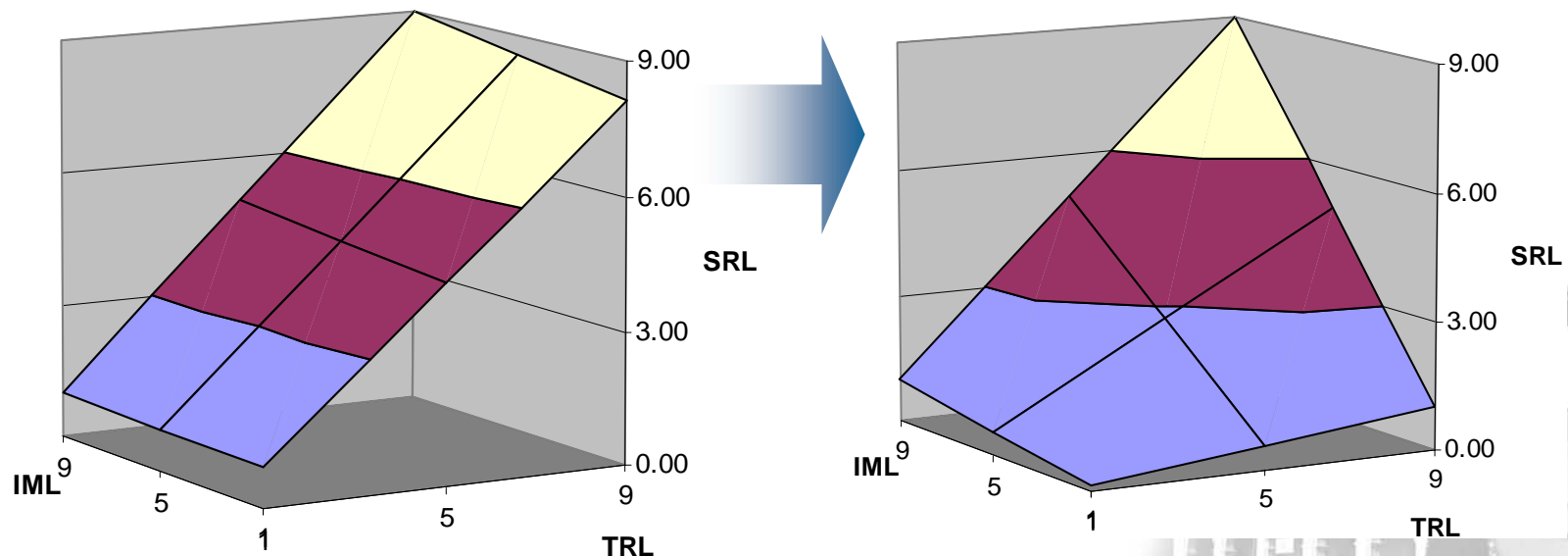
		IRL	Definition
Pragmatic		9	Integration is Mission Proven through successful mission operations.
		8	Actual integration completed and Mission Qualified through test and demonstration, in the system environment.
Syntactic		7	The integration of technologies has been Verified and Validated with sufficient detail to be actionable.
		6	The integrating technologies can Accept, Translate, and Structure Information for its intended application.
		5	There is sufficient Control between technologies necessary to establish, manage, and terminate the integration.
		4	There is sufficient detail in the Quality and Assurance of the integration between technologies.
Semantic		3	There is Compatibility (i.e. common language) between technologies to orderly and efficiently integrate and interact.
		2	There is some level of specificity to characterize the Interaction (i.e. ability to influence) between technologies through their interface.
		1	An Interface between technologies has been identified with sufficient detail to allow characterization of the relationship.

Gove, R. (2007) *Development of an Integration Ontology for Systems Operational Effectiveness*. M.S. Thesis. Stevens Institute of Technology. Hoboken, NJ



SRL Algorithm Sensitivity Evaluated

- Observed that the SRL algorithm did not take into account the varying levels of “importance” between technologies
- Examined the sensitivity of the algorithms to changes in the TRL and IRL ratings of systems with varying levels of importance
- Modified the methodology to automatically include weightings for those technologies that are most important by looking at operational “strings” or mission threads



SRL Response Analysis

IML = 1

* Indicates unreasonable combination

Components to be integrated are selected and interfaces identified

TRL	Composite SRL
1	0.06
3	0.17
5	0.28
7	0.39
9	0.51*

IML = 4

Integration and data requirements are defined; low fidelity experimentation

TRL	Composite SRL
1	0.08
3	0.23
5	0.38
7	0.54
9	0.69*

IML = 7

End-to-end system integration accomplished; prototype demonstrated

TRL	Composite SRL
1	0.10*
3	0.29*
5	0.49
7	0.68
9	0.88

IML = 9

System installed and deployed with mission proven operation

TRL	Composite SRL
1	0.11*
3	0.33*
5	0.56*
7	0.78
9	1.00

Algorithms Evaluated for Sensitivity

TRL Variation Analysis

All TRLs in the system are set to 9 with the exception of the one corresponding to the system in each row, which was set to 1.

	Standard Methodology		Non-connected, Self IRLs = 0	
	Sys	String	Sys	String
MPCE 6 Connections Used by all Threads	8.6	7.9	7.9	7.2
Radar 1 Connections Used by all Threads	8.6	7.9	8.8	8.5
MH-60S 7 Connections Used by 5 Threads	8.6	8.4	7.7	8.1
COBRA 1 Connections Used by 1 Thread	8.6	8.9	8.8	8.9

NOTE: There are 9 total threads

IRL Variation Analysis

All IRLs in the system are set to 9 with the exception of the one corresponding to the link in each row, which was set to 1

	Standard Methodology		Non-connected, Self IRLs = 0	
	Sys	String	Sys	String
MPCE - CMS Used by all Threads	9.0	8.7	8.6	8.0
Radar - CMS Used by all Threads	9.0	8.7	8.6	8.0
MH-60S - MPCE Used by 5 Threads	9.0	8.8	8.6	8.4
COBRA - VTUAV Used by 1 Thread	9.0	9.0	8.6	8.9

NOTE: There are 9 total threads

Comparative Sensitivity – A look at how the algorithms penalized the SRL rating relative to one another (1 is most severe)

	Standard Methodology		Non-connected, Self IRLs = 0	
	Sys	String	Sys	String
1.) MPCE	1,4	1,2	2	1
2.) MH-60S	1,4	3	1	2
3.) Radar	1,4	1,2	3,4	3
4.) COBRA	1,4	4	3,4	4

	Standard Methodology		Non-connected, Self IRLs = 0	
	Sys	String	Sys	String
1.) MPCE - CMS	1,4	1,2	1,4	1,2
2.) MH-60S - MPCE	1,4	3	1,4	3
3.) Radar - CMS	1,4	1,2	1,4	1,2
4.) COBRA - VTUAV	1,4	4	1,4	4